



SUBMISSION TITLE
From Hand to Heart

INDUSTRY SECTOR
Food Producers

CLIENT COMPANY
Fortnum & Mason

DESIGN CONSULTANCY
Design Bridge

SUBMISSION DATE
June 2015

PRIVACY
For publication

EXECUTIVE SUMMARY

Fortnum & Mason is a beloved shop filled with fanciful delights that have captured the hearts and imaginations of consumers for over 300 years – their handmade chocolates have been a tradition to be enjoyed.

CHALLENGE

The former design was unexceptional and did not do justice to the beautiful handmade chocolate within. The range needed to be transformed to make it a relevant contender that resonated with consumers again, actively engaging them and returning the range to growth. By doing this, Fortnum & Mason would become a chocolate destination once more.

CONTEXT

Traditional products are easily forgotten in a category where growth is fuelled by new, exciting flavours and textures packaged and brought to market in inventive formats.

SOLUTION

Together with Fortnum's, and collaborating with Timorous Beasties, Design Bridge brought a modern unexpected twist to the brief and were able to tell rich stories of each product through the different layers of packaging.



EXECUTIVE SUMMARY CONT.

Impact from October 2014 through May 2015

218% 

Growth of chocolate units, 2 years worth of packaging were used in 4 months.

134% 

Value growth, resulting in 155% profit growth and 21% growth of the confectionery department as a whole.

1st time

mention in younger media publications such as: Stylist, Red Magazine, Harper's Bazaar and Wedding Ideas, becoming the "it" gift for weddings.

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New jobs within industry.



PROJECT OVERVIEW

Outline of Project Brief



In summary

Fortnum & Mason's iconic handmade collection was not reflecting the beautiful chocolates found inside, resulting in flat sales. Design Bridge worked closely with the team at Fortnum's to add a modern twist to the design of the range, giving the chocolates the glory they deserved to transform the range through contemporary design.

Business Objectives:

Make Fortnum & Mason relevant for today's consumer & raise awareness of the brand

- Recruit future generations to Fortnum's whilst avoiding alienating the existing customer base.
- Stay true to the heritage of the brand.
- Become a market leader in luxury chocolate.

Increase in customer engagement and footfall

- Reinvigorate the confectionery department.
- Elevate the importance of confectionery within the wider store portfolio.
- Provide a sense of pleasure.

Return the confectionery department to growth

- Start by growing handmade chocolates; 35% unit growth.



To create strong and immediate impact with the handmade range we:



Extended the handmade range beyond large sharing boxes to align with modern consumer needs.

Differentiated from Fortnum & Mason's broader confectionery portfolio; celebrating the specialness and handmade quality of the chocolates, reinforcing it as the icon of the department.

Enhanced the varieties within the handmade range through structure and visual storytelling – drawing distinctions between the different sub-ranges of Creams, Milk & Dark and Ginger.

PROJECT OVERVIEW CONT.

Description

Fortnum & Mason's rich heritage as a destination for the best of the best dates back 300 years. Their handmade range of chocolates has been a tradition for the last 100 years, becoming an icon for Fortnum's and a beloved treasure within the luxury chocolate sector. The range is a bold representation of the English heritage enjoyed by consumers throughout England and across the world.

Increased competition from boutique chocolatiers, dynamism around new flavours and textures, and not engaging with the consumer base affected status of Fortnum's iconic and beloved range of handmade chocolates. Perceptions of the brand implied it had become stagnant and old-fashioned. Footfall-in-category had dropped, resulting in flattened sales; Fortnum's was at risk of losing its position as a destination for the finest chocolates.

The former range was packaged in the same style that was used across the confectionery department, holding it back with a dated and ordinary expression – not living up to the exquisitely crafted product inside. Furthermore, the design did little to keep the magic of Fortnum's alive once outside of the Piccadilly store. The focus on large sharing boxes wasn't aligned with modern consumer preferences and was a missed opportunity to add extra specialness to other occasions through smaller formats.

Overview Of Market

Fortnum's handmade chocolate range was at risk of being forgotten and left behind in an ever-changing and highly competitive luxury chocolate market.

Find a footing and standing out

The UK is a star chocolate market with high consumption volumes and high growth rates, making it a highly contested arena with a growing number of independent chocolate shops. (Mintel)

- 10% of chocolate sales are made in speciality shops. (KPMG, 2012)

Exciting innovation driving growth

Innovation is a key growth driver. From exciting new flavours and textures to innovative and interactive formats, consumers are increasingly demanding new and unique products.

- 45% of all global chocolate launches between 2008-2013 were initiated in Europe. (KPMG, 2014)

Testing the premium ceiling

Increased activity in the higher end of the market has added to the already competitive dynamics of the market.

- 1 in 17 new launches is explicitly positioned within the premium sector. (Mintel)

Encouraging healthy consumption

Portion control plays an influential role on the future of chocolate, as consumers are increasingly concerned about overeating. (KPMG, 2012)

Project Launch Date

October, 2014



Key Quote

“These are our iconic handmade chocolates and they deserve special packaging. The attention to detail is incredible and the designs are bold, imaginative and unique. They layer a deeper level of storytelling, craft and wonder, and are already proving to be a huge hit with our customers.”

- Zia Zareem-Slade, Customer Experience Director



OUTLINE OF DESIGN SOLUTION



Fortnum & Mason's beginnings are rooted in the Georgian period so the design solution focused on the charm and originality of the era with Fortnum's quality, wit and eccentricity. Delving through old Fortnum's packaging references highlighted the sumptuous and delightful designs through time. A visit to the confectioners exposed the lengths they have gone to create and present chocolates with delicacy and precision. From the fondants to the folded tissue, every detail is done by hand with care. To harmonise the delicacy of the Georgian era and the handmade effort put into each chocolate, we approached design with four things in mind:

1.

Extending the range with smaller pack sizes to cater to new consumer needs and occasions.



3.

Carefully adding detail to bring depth and surprise to the packaging across the different layers of the opening and consumption experience.



2.

Marrying beauty with storytelling to give the range the same care and attention as the product inside.



4.

Balancing historical styling with contemporary allure to create a truly iconic look and feel that stands out in a modern era.

OUTLINE OF DESIGN SOLUTION



The box style of each selection was given its own proportions to pull the range apart. The base colour is Fortnum's own iconic eau-de-nil green, which we enriched with a refined texture. We collaborated with Timorous Beasties to leverage their distinctly modern approach to Georgian styling, each of the handmade selections was given a fauna and flora theme to visually differentiate the enticing flavours. Individual elements were carefully and subtly placed on front of the boxes, growing out from the corners.

The Rose & Violet and Assorted Creams feature the traditional findings of an English garden.

Encounters with creatures and critters from a dense, dark wood sprawl across the Milk & Dark chocolate range. Squirrels hide nuts on the Nut Selection and nocturnal creatures stir on the Dark Chocolates.

The colours and patterns of jungle discovery elevate the exoticism of the Ginger selection.



These themes were carried through the inside of the boxes, adding depth to the story with additional surprising details to be discovered. Hot-foil was stamped across the graphics to further enrich the modernity of the design.

A contemporary tone of voice and fresh approach to the role of copy on pack continued the flavour story and brought the different packaging layers together in a journey, furthering the new, surprising details in unexpected places.



SUMMARY OF RESULTS

From October 2014 through May 2015

218%

Growth of chocolate units

2 years worth of packaging were used in 4 months.

134%

Value growth

Resulting in **155% profit growth.**

Increased footfall resulted in confectionery delivering the strongest growth of any department, +21%.

First-time mentions in younger media outlets

Stylist – Feb 2015

Wedding Ideas – Feb 2015

Red Magazine – Feb 2015

The Sunday Times Style – Feb 2015

Harper's Bazaar – Jan 30, 2015

Sunday Express – Feb 22, 2015

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New jobs within industry.

Recognised by its peers as design worthy of awards:

- 2 D&AD Pencils – Packaging Design and Illustration for Design.
- New York Festivals Finalist.
- The FAB Awards Finalist.
- Featured in Creative Review Annual 2014.
- Drum Design Awards commendation.



OTHER INFLUENCING FACTORS

- Fortnum & Mason support their confectionery department with minimal ATL activity. However, it had not been possible to keep the products fully stocked in the 3 months to Christmas so **PR spend was reduced compared to the previous year.**

- Cost of goods was only marginally **increased by 5%**, though no investment or change to the products themselves.

- The London economy is one of the strongest in the world. This has increased the competition amongst confectionery brands and departments.

- Overall, Fortnum & Mason's revenues were up 14% Y-O-Y after a very strong year, in part due to award-winning new designs across their strategic departments (ie Tea). (The Guardian, 2014)

RESEARCH SOURCES

- Client sales data*
- Mintel Category Insight: Chocolate Confectionery - May 2015*
- KPMG: A taste of the future – June 2014*
- KPMG: The chocolate of tomorrow – June 2012*
- The Guardian: Tea sales at Fortnum & Mason brew profits surge – Nov 24, 2014*

Thank you

